

## THE VALUE PROPOSITION CONCEPT IN HIGHER EDUCATION : HOW TO BUILD HYBRID CURRICULA UNIVERSITAS CIPUTRA CULINARY BUSINESS

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**Abstract:** The culinary industry is one of the sectors that support the economy in Indonesia. Even during the COVID-19 pandemic where the average industry experienced a decline, the culinary industry was able to survive with a digitalization strategy. Study program Tourism Culinary Business is a study program at Ciputra University to create Culinary Entrepreneurs. One of the methods used to generate innovation is to examine the teaching products offered through the Value Proposition Canvas. The purpose of establishing this VPC specifically for Culinary Business is to prepare CB to face the transformation of digital education in accordance with the direction of online learning from the temporary government or hybrid system in the future. This research uses Creswell Data analysis technique (2014) and is conducted for two years starting from January 2018 to Desember 2020. Method used in this research is qualitative descriptive method with informants consisting of 8 internal resource persons consisting of lecturers, staff and 15 external speakers consisting of active students and alumni. Data testing is carried out using the data triangulation method. The results of this study are: From the use of the VPC framework, Culinary Business can analyze consumer profiles to find out what problems or expectations are expected to be obtained as prospective Culinary Entrepreneurs. This consumer profile can be resolved by the formation of a value map that maps the solutions and added value offered to form educational service products with a new system, from being completely offline to a hybrid or mixed system.

**Keywords:** *Culinary Business, Higher Education, Hybrid Curricula, Value Proposition.*

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### 1. Introduction

The culinary industry is one of the sectors that support the economy in Indonesia. Quoted from Kontan.co.id, Minister of Finance Sri Mulyani stated that the unique culinary tastes of each region make food a means of branding. In addition, the culinary industry is one of the sub-sectors that contributes to the largest GDP of the creative economy industry by contributing an average figure of 43% each year. Even during the COVID-19 pandemic where the average industry experienced a decline, the culinary industry was able to survive with a digitalization strategy, especially through transportation-based application platforms, social media, and e-commerce.

Quoted from dataindustri.com, the culinary industry experienced an increase in gross domestic product (GDP) from 2010 to 2019, which illustrates a fairly high growth and economic activity in the food and beverage sector. Despite a significant decline in 2020 due to the Covid 19 Pandemic, the culinary industry managed to rebound by adapting and innovating for industry players. To be able to win the competition at this time, a lean organization is needed so that it can create value innovation (Harianto, 2018).

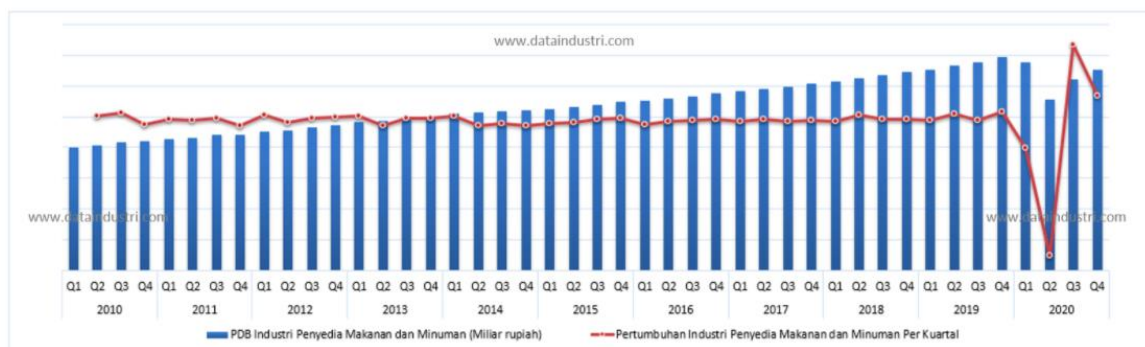


Figure 1: food and beverage provider industry growth data trends 2010 - 2020  
Source: www.dataindustri.com

Along with the growth of the culinary industry, other fields that support the existence of the industry are also needed, such as education in the culinary field itself. Study program Tourism-Culinary Business is a study program at Ciputra University that combines the existing multidisciplinary knowledge, which focuses on finding business opportunities, innovation, creativity, and entrepreneurial abilities to create Culinary Entrepreneurs. The profiles of the graduates produced are required to be able to answer the market needs in the culinary field that continues to grow, be creative, and innovative as entrepreneurs. CB Education uses practical and theoretical classes in its 4-year course. The existence of the COVID-19 pandemic has greatly affected the teaching and learning process in the Culinary Business and resulted in the need for innovation in the teaching process so that the goals that have been set can still be achieved. In dynamic times, strategy is needed to be able to make an organization sustainable by making continuous innovations (Whellen, 2018). A good strategy can create a competitive advantage for an organization to win the competition (Gunther, 2013). One of the methods used to generate innovation is to examine the teaching products offered through the Value Proposition Canvas, where VPC will focus on the pains and gains of consumers to produce innovative products that are appropriate to the situation and answer the needs of consumers. The purpose of establishing this VPC specifically for Culinary Business is to prepare CB to face the transformation of digital education in accordance with the direction of online learning from the temporary government or hybrid system in the future. The ability of study programs to adapt based on consumer profiles will increase the "competitive advantage" of Culinary Business to produce culinary entrepreneurs which will have an impact on increasing student admissions and maintaining student rollover.

## 2. Literature Review

Dubin et al (2015) use the concept of a business model canvas to form a competitive advantage in the agricultural industry sector which has a high level of competition and risk. The purpose of using the canvas is to shape sustainability and develop business strategies, especially in industries that are dynamic and turbulent. In his research, it was stated that BMC was proven to be effective in generating strategies at the management level. The value proposition is an important part in the preparation that explains the values that will be offered to consumers. In developing your own business, the product or service offered is the most important part that must be offered. This is because the importance of the value offered can meet the needs of consumers and can solve the problems they face. The products produced must be based on a survey of potential consumers for business continuity (Aina et al, 2018). Another study using the Value Proposition Canvas tool was conducted by (Wilopo , 2018) with the aim of knowing the profile of customers in the aviation industry and being able to adjust the products offered according to the profile and needs of potential consumers. Aspects of product suitability and consumer profiles have entered the stage of a scalable business process. This is in line with research conducted by (Aina et al , 2018) that the suitability of consumer profiles will result in businesses that have sustainability in long-term operations. (Kyhnaun and Nielsen ,2015) state that Value Proposition Design looks at the relationship between customer segments and value propositions on the Business Model Canvas and is described in the form of a framework to become a Value Proposition Canvas. VPC is the most important element in BMC which will describe whether the products offered are suitable for consumer needs, therefore VPC is a tool used to generate value in the existing business model.

The VPC chart is divided into 2 major parts, namely the customer profile (to get a full picture of the consumer) and the value map (to describe the way to generate value for the consumer). When both get a match, this is called a fit. The suitability between the consumer profile and the products or services offered is divided into 3 broad categories, namely: between the problems owned by consumers and the solutions offered through existing products, the products offered and the existing market, and finally the suitability of the business model so that it can generate business sustainable. (Osterwalder et al, 2014).

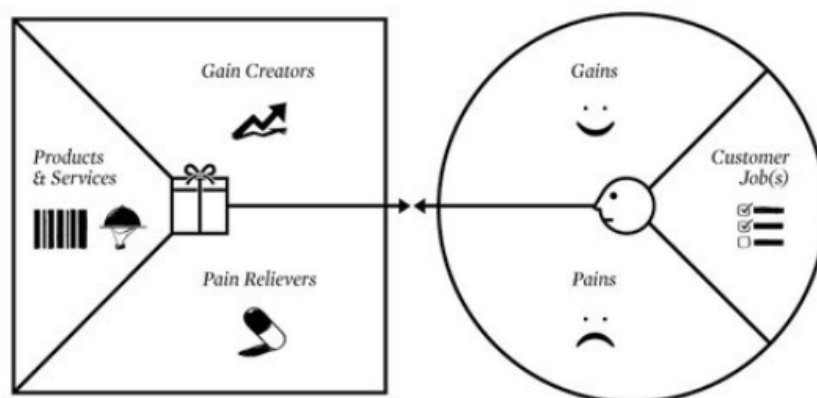


Figure 2: Value Propotition Canvas  
Source: Osterwalder, A., Pigneur (2014)

VPC creation aims to form a product and service value proposition based on the profile of consumer needs. In the customer profile chart there are important points to be seen from consumers, namely: customer jobs, pains, and gains. Each of the three is explained as follows: what consumers must do to get the product/service, the price or risk that must be paid by consumers to get a value, and the benefits that consumers want to get. On the opposite side of the chart is the value map, which is explained with several points such as: gain creators (how products/services can generate value for consumers), pain relievers (how products/services can reduce pain from consumers), and lastly are products or services that produced to meet consumer needs (Lindič, 2011).

Scientific writing begins with filling in the customer profile. After getting a complete profile, it will be continued with value creation on the value map to create products or services that match the needs of the consumer profile. As explained in the previous section on the distribution of the customer profile chart, filling out customer jobs must pay attention to what steps must be taken by consumers to solve a problem or need in everyday life. The first customer jobs are described in the form of functional jobs, which means when a customer performs a specific activity to solve a specific problem. Second, social jobs, explained as consumers' desire to gain status or power. Third, emotional jobs, which means the consumer's need to get a feeling of feeling good and safe for himself. The second most important part of profiling is about customer pain. This is explained as something that makes it difficult or hinders consumers before, during, and after doing customer jobs to fulfill their needs. Pains are also described as a risk that may occur to produce unfavorable results until the consumer's needs are not met. Finally, the profile formation will be equipped with customer gains, namely the benefits that consumers want to get when doing a series of customer jobs. The three broad categories of customer gains are: required gains (required to be obtained), expected gains (expected to be obtained), desired gains (expected to be obtained in excess), and unexpected gains (exceeding consumer expectations). Next, in the use of VPC, identification of the value that will be offered to consumers is carried out through the value map. This section becomes very important because it is the origin of the answers to consumer needs that want to be resolved through the design of products and services that will later be offered to the market. Of course, not all the needs of potential customers can be answered only by using one product/service, so a priority scale is needed regarding what needs can be resolved first so as to produce different values for potential consumers. The value map chart will start by writing down the values that can be offered to gain creators. This section answers how the products/services created can provide what consumers want (customer gains) both in terms of functional, social, and positive feelings, as well as the efficiency that can be done. Furthermore, filling in pain relievers explains how the values created can reduce either partially or completely the problems or difficulties experienced by potential consumers, especially those that are extreme. Good pain relievers can eliminate some of the problems faced by potential customers very well. The last part that is the answer to the formation of a VPC is the product or service itself. Both can answer the needs of potential consumers both functionally, emotionally, or socially which is expected to be achieved by carrying out several steps of work. The products offered can be in the form of tangible, invisible/service (intangible), digital, or financial products. Products or services are measured on an essential scale to be owned by consumers to tertiary in nature to answer the needs of potential consumers that have been described in their profiles. In this study, several practical steps

were taken: (1) conducting interviews with prospective customers, internal consumers, and external consumers to find out the point of view of needs and what is expected from the products offered. The selection of informants must also be done carefully in order to describe the actual market conditions. Then proceed by prioritizing the things that must be completed from the most important to being done. (2) After obtaining comprehensive consumer data, the formation of values that are expected to be able to solve the problem is written down in detail and then formulated into the form of a new product or service that is more in line with the consumer profile. The writing of the values offered is written in detail and specifically. (3) Pain relievers are used to solve customer pains and gain creators are used for customer gains.

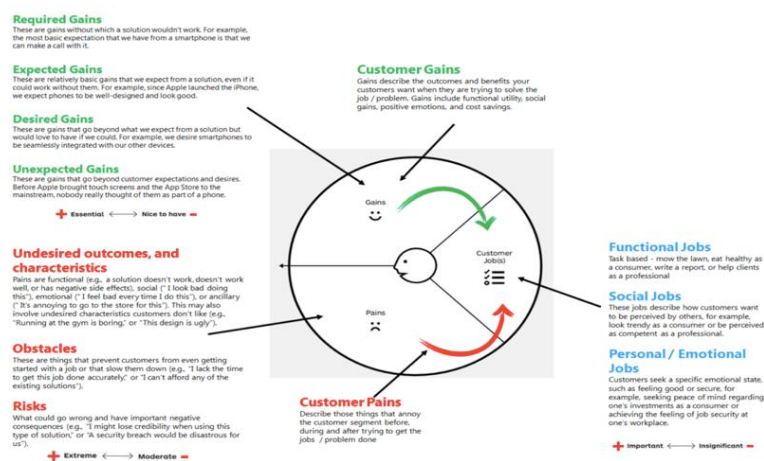


Figure 3: Value Proposition Design  
 Source: Osterwalder, A., Pigneur (2014)

### 3. Research Method

This research was conducted by using a descriptive qualitative method approach (Cresswell, 2014) with a focus on implementing value proposition design in culinary business universitas ciputra located in Surabaya, Indonesia. There are two sources of data, namely primary data sources and secondary data sources. Primary data sources are taken from the informants directly through interviews to obtain the required information (Sarwono, 2006). Secondary data serves to complement primary data, this is needed because researchers have not yet obtained the data needed to complete research (Bungin, 2008). Primary data in this study were teaching staff and staff, while secondary data were obtained from students and alumni. Data collection techniques by means of interviews, FGD (focus group discussion), documentation, literacy studies and journals. In this research, there were eight internal resource persons consisting of lecturers and staff and 15 external speakers consisting of active students and alumni. The FGD activity was carried out for four and a half hours through the online media Zoom Meeting at Ciputra University. In addition, the observation method was also carried out on active students who took lectures in the 2018 to 2020 Culinary Business study program, totaling 280 active students.

This research was conducted for two years from January 2018 to December 2020. The data analysis consisted of several steps, namely: collecting data from primary and secondary data, filtering the data, determining categories, checking data and preparing data interpretation (Moleong, 2013). Testing the data using the triangulation method by comparing



the existing theory in a particular field of science with the existing findings in a practical way to be able to build a comprehensive understanding of the research results. Comparison was conducted to test the validity between the results of the study and the existing theory (Putra, 2013).

#### **4. Results and Discussion**

Formulation of VPC in this qualitative research begins by filling in the consumer profile. This aims to be able to find out what are the difficulties faced and the expectations of consumers during their culinary education at Ciputra University's Culinary Business. Filling in consumer profiles is very important, because without it, there will be no existing service product innovations to be able to accommodate dynamic consumer needs, especially during the pandemic.

Through lecture activities that have been running, there are several activities that must be carried out by consumers to get educational products offered with graduate profiles as Culinary Entrepreneurs to fulfill emotional jobs, as well as get networking in the existing culinary industry as a form of social jobs. These activities include: attending lectures provided by Culinary Business in the form of online theory and practice, receiving and processing materials and materials needed to support lecture activities, and gaining internship experience during a 4-year study period.

The results of the discussion showed that external consumers consisting of active students and alumni stated that some of the things that became an obstacle for them during their education were the difficulty in being able to obtain various academic information during their lectures. Due to the pandemic period and the "social distancing" policy which resulted in the education system being online, the students also stated that it was difficult to follow the existing online materials and stated that the material provided was less interactive even though it had the required knowledge weight. In addition, practical activities which are usually offline and must be changed to online result in difficulties in obtaining the necessary materials and practicum supporting products (safety shoes, aprons, knives sets) which cannot be used directly at the beginning of the lecture.

From the process of filling out consumer profiles through focus group discussions, it was found that there are several benefits that are expected to be obtained by consumers (students) when studying in Culinary Business. Having a venture business in the food and beverage industry is one of the benefits that consumers want, this is certainly in line with the vision of Ciputra University itself which has the goal of producing a graduate profile of an entrepreneur. This is especially the basis for students to make decisions to study at Ciputra University. To be able to run business projects, students also expect to get guidance from experts in the culinary field or culinary business and can build relationships with various parties in the same industry. As one of the requirements for graduating from Culinary Business, students who are required to do internships expect to get the opportunity to do internships in various fields in the existing culinary industry. Finally, one of the most important points in ongoing online education, especially during the pandemic, is that lecture materials, both theoretical and practical, can be delivered properly without any obstacles. This is closely related to the condition of the culinary education environment which focuses on practical activities in offline education.

After getting the consumer profile, the next step is to find a solution for each existing problem based on a priority scale and add values to the services offered to meet the expectations of external consumers, namely students. In an effort to help students access academic information easily, Ciputra University uses a digital information system, namely the Ciputra Information System called CIS. Through this platform, students can access personal information related to academic activities easily and online. In addition, FGDs are carried out routinely twice in 1 semester to ensure that information about universities and majors can be conveyed properly to students through representatives of each generation. FGDs were also held with the aim of getting new insights from students regarding ongoing lecture activities. This insight helps Culinary Businesses to be able to adapt quickly to dynamic changes, especially during system shifts that move from offline to fully online. To ensure that all materials can be conveyed and stored properly, Ciputra University uses a learning management system (LMS) that is neatly arranged so that students can access materials anywhere and anytime. The suggestion used is Moodle or commonly referred to as e-learning.

Another problem that arose during the pandemic itself was regarding online practice activities which were not commonly done, because previously all practical activities would be carried out in the Culinary Business kitchen with materials that had been adapted to the needs of the class and existing materials. The department solves this problem by making adjustments to the material so that practical activities can be carried out by means of and infrastructure owned by students in their respective homes without reducing the essence of the basic skills that need to be taught to students. The basic material about the product is delivered first via video before the practical activity begins. After the practicum is complete, the discussion and evaluation process regarding the products made can be discussed face-to-face. The materials needed can also be taken using the "drivethru" system for students who live in Surabaya or are sent out of town. In addition, all practicum supporting products are sent to each student to ensure practicum activities can run well even though they are separated by space.

As explained in the previous section, apart from solving problems faced by consumers, VPC will explain the expectations that can be met by adding value to the service products offered by Culinary Business. To be able to meet the expectations that must be obtained by students related to venture business, Culinary Business provides a business incubator either independently or under the direct guidance of Ciputra University in the entrepreneurship program. At the study program level, business activities are supported by the existence of a special laboratory for product development and testing that will be used as final products ready for sale. In 2021 in particular, the Ciputra University Culinary Business laboratory will upgrade itself to be able to provide even more facilities for students to be able to experiment with the expected products, especially in preparing a new education system, namely a hybrid system that combines offline (practicum) and online activities ( using technology). Another value that is expected to be obtained in lecture activities is the existence of mentoring activities or discussions with experts, both about the business itself or matters related to the culinary industry. Therefore, Culinary Business has cooperation with institutions or human resources (experts) with experience in each field in the culinary industry. In addition, as one of the graduation requirements, final year students are required to be able to do internships. Due to the many fields in the culinary industry, such as: cooks, product development, food

media, food photography, catering, restaurants and bistros, to a system that moves from offline to online, the existing internship activities are tailored to the interests of the students in order to provide a meaningful experience. The suitability of internship activities with student interests has a positive effect on the performance carried out in the internship process itself for one semester. Culinary Business provides opportunities for students to be able to determine the career path that best suits their interests and talents accompanied by the formation of the required work ethics. The educational products offered at Culinary Business are basically practice-based offline lectures, so that changing the environment to online requires CB to be able to provide even more value to adapt to the hybrid education system. The use of digitization is very important and makes the department move to cinematography capabilities to be able to produce interactive visual material. In its development, this digitization process will form a master class which is an online video and contains the weight of the required material.

By analyzing consumer profiles and providing solutions and added value to products to be innovated, Culinary Business will be ready to face the transformation of a new learning system that is different from before, namely hybrid education which will result in 60% offline and 40% online activities.

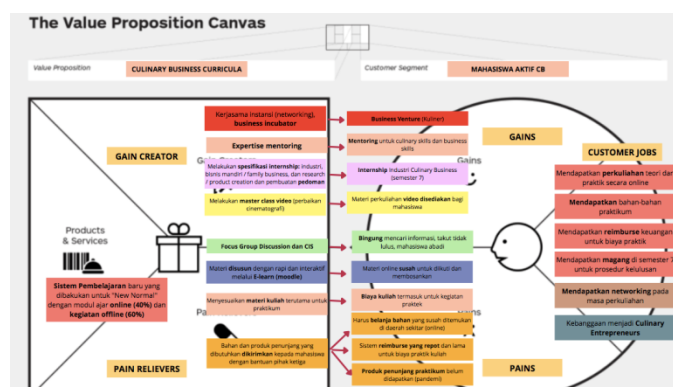


Figure 4: Value Propotion Canvas Hybird Curriculum  
Source: data processed by researchers (2020)

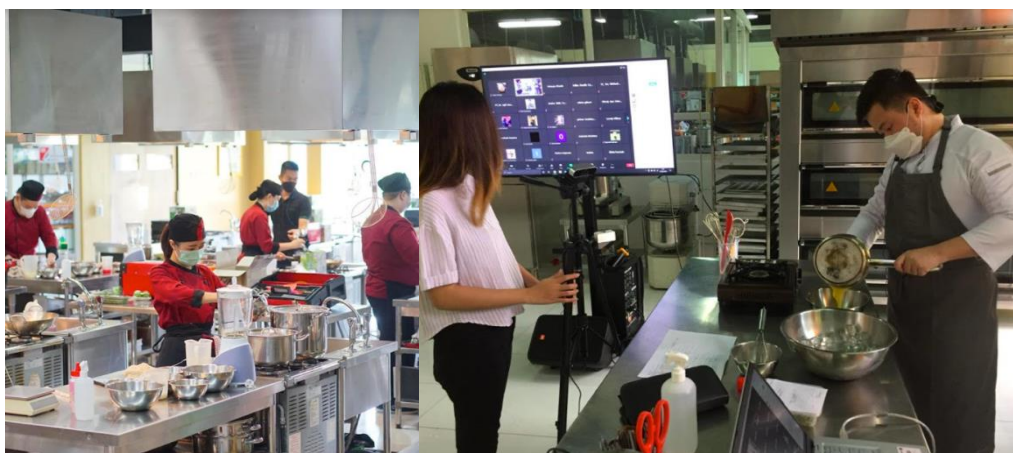


Figure 5 : Hybird Learning in Laboratory Culinary Business UC  
Source: data documentation by researchers (2020)



## **5. Conclusion**

From the use of the VPC framework, Culinary Business can analyze consumer profiles to find out what problems or expectations are expected to be obtained as prospective Culinary Entrepreneurs. This consumer profile can be resolved by the formation of a value map that maps the solutions and added value offered to form educational service products with a new system, from being completely offline to a hybrid or mixed system. One of the practical things that has been done and has had a positive impact is the use of the flipped class system in practical courses, where the existing material is delivered first through videos and other references, followed by practical activities from the existing material, and ends with a discussion and evaluation of certain materials or products through virtual face-to-face between lecturers, practitioners, and students. As a conclusion, VPC has succeeded in mapping consumer needs to prepare what innovation values need to be done to maintain business continuity. In the future, VPC will continue to be used as one of its functions, namely to continue to evolve the products offered, especially in the field of services that are intangible so that the benefits can be felt in real terms.

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